

# KENNETH F. HARLING

## CURRICULUM VITAE

2019/01

### EMPLOYMENT HISTORY:

- 1989 - Present Wilfrid Laurier University, Waterloo, Canada,  
Full, Associate and Assistant Professor in Business Policy, School of Business and Economics
- 2001 Purdue University, West Lafayette, Indiana,  
Visiting Scholar in Strategic Management, Center for Food and Agricultural Business
- 1997 Purdue University, West Lafayette, Indiana,  
Visiting Associate Professor in Strategic Management, Krannert School of Management
- 1983-1989 University of Guelph, Guelph, Canada,  
Assistant Professor in Business Policy, Department of Ag. Ec. and Business
- 1981-1983 The Pennsylvania State University, Pennsylvania, U.S.  
Assistant Professor in Agribusiness Management, Department of Ag. Ec. & Rural Soc.
- 1979-1980 Organization for Economic Cooperation and Development, Paris, France,  
Consultant and Staff, Agricultural Secretariat.
- 1977-1981 Purdue University, West Lafayette, Indiana, U.S.,  
Graduate Research Associate, Department of Agricultural Economics.
- 1976-1977 National Academy of Sciences, Washington, D.C., U.S.,  
Staff Researcher, World Food and Nutrition Study.
- 1973-1976 Purdue University, West Lafayette, Indiana, U.S.,  
Graduate Research Associate and Assistant, Department of Agricultural Economics.

### DEGREES:

- 1981 Ph. D. Purdue University. Agric. Economics (Agribusiness Specialization)  
Dissertation: An International Comparison of Agricultural Policy: Canada, The Federal Republic of Germany and the United Kingdom
- 1976 M.Sc. Purdue University. Agric. Economics (Agribusiness Specialization)  
Thesis: Agricultural Cooperatives in a Changing Environment: A planning model
- 1973 B.Sc. University of Guelph. Agric. Economics & Business

### HONOURS:

Canadian Journal of Agricultural Economics, Honourable Mention for Best Article in 1983.

## SCHOLARLY ACTIVITY:

### LIFE-TIME SUMMARY:

25	<u>refereed</u> journal articles
8	<u>refereed</u> monographs
<u>10</u>	<u>refereed</u> conference proceedings
43	<u>refereed</u> publications
4	books
24	chapters in books
13	professional (non-refereed) journal articles
5	technical reports
2	book reviews
15	professional conference papers
15	other presentations
8	other publications

### REFEREED JOURNAL ARTICLES: (25)

- 2012 Cruikshank, R. and K. Harling, "Chateau des Charmes," in M.A. Carpenter, W.G. Sanders and K.F. Harling, Strategic Management: A Dynamic Perspective: Cases, First Canadian Edition, Pearson, Canada, First Canadian Edition, 2012, 55-65; originally in Case Research Journal, 17, Winter/Spring, 1997, and reprinted in D. Rosenthal and L.G. Brown, Cases in Strategic Marketing, Prentice-Hall, 2000, 547-561
- 2012 Harling, K., "Competing in a Mature Market: The Case of Super AM Food Markets," in M.A. Carpenter, W.G. Sanders and K.F. Harling, Strategic Management: A Dynamic Perspective: Cases, First Canadian Edition, Pearson, Canada, First Canadian Edition, 2012, 123-134; originally in International Food and Agribusiness Management Review, Vol, 11 (4), 2008
- 2009 Harling, K., and ; C. Lyford, "Overcoming National Regulations Limiting International Trade: Creekstone Farms and BSE," Journal of Food Distribution Research, Nov 2009, Vol. 40 Issue 3, p144-153,
- 2006 Welch, J., C. Lyford, and K. Harling, "The Value of the Plains Cotton Cooperative Association," Review of Agricultural Economics, Spring 2007 v29(1), pp170-185
- 2001 Harling, K., "Identity Preservation: Trade, Information Technology, Business Strategy— Discussion," Canadian Journal of Agricultural Economics, Vol 49(4), Dec. 2001, 617-621
- 2000 Lyford, C., J. Beierlein, and K. Harling, "Scholarship and Decision Cases: Pedagogy and Standards for Publication," International Food and Agribusiness Management Review 3, 369-379
- 2000 Harling, K., "E.D. Smith and Sons, Ltd." International Food and Agribusiness Management Review 3, 381-402; also published in M. A. Hitt, H.D. Ireland, R.E. Hoskisson, J.P. Sheppard, and W.G Rowe, Strategic Management Cases, First Canadian Edition, Nelson Thompson Learning, 2002, 185-202
- 2000 Athanassakos, G. and K. Harling, "Canada Packers (B)," Case Research Journal.
- 1998 Athanassakos, G. and K. Harling, "Maple Leaf Mills Ltd.," Case Research Journal 18(1&2), Spring, 19-64

- 1998 Harling, K. and E. Misser, "Case Writing: An Art and a Science," International Food and Agribusiness Management Review 1(1), 119-138
- 1998 Harling, K. and J. Akridge, "Using the Case Method of Teaching," Agribusiness: An International Journal 14(1), 1-14
- 1995 Harling, K., "Differing Perspectives on Agribusiness Management," Agribusiness: An International Journal, 11(6), 501-511
- 1994 Baker, G.A., S.A. Starbird, and K. Harling, "Critical Success Factors for Managing Quality in Food Processing Firms," Agribusiness: An International Journal, 10(6), 471-480
- 1994 Harling, K., "Business Strategies as Markets Open: A Case Study of the Ontario Wine Industry," Agribusiness: An International Journal, 10(3), May-June, 259-273.
- 1994 Athanassakos, G. and K.F. Harling, "Canada Packers Inc." Case Research Journal, 14(1), Winter, 90-116
- 1992 Harling, K.F. & A. DeRoo, "Kenhar Products Inc.," Case Research Journal, 13(1), Winter, 59-79, and reprinted in J.E. Stacey and F.D. Sturdivant, The Corporate Social Challenge, R.D. Irwin, 5th ed., 1994, in M. A. Hitt, R.D. Ireland and R.E. Hoskisson, Strategic Management, West Pub., 1995, and in D.W. Grigsby and M.J. Stahl, Cases in Strategic Management, Blackwell Business, 1997
- 1992 Harling, K.F., "A Test of the Applicability of Strategic Management to Farm Management", Canadian Journal of Agricultural Economics, 40, 1 29-1 39.
- 1990 Harling, K.F. & P. Quail, "Exploring a General Management Approach to Farm Management", Agribusiness: An International Journal, 6(5), 425-441.
- 1989 Harling, K.F., "The Effect of Government Policy on Industries: An Approach to Its Analysis", Agribusiness: An International Journal, 5(5), 497-504.
- 1988 Harling, K.F., "Strategic Management of Farm Supply and Grain Elevator Businesses", Agribusiness: An International Journal, 4(4), July, 301-314.
- 1987 Harling, K., and T. Funk, "Competitive Strategy for Farm Supply and Grain Elevator Business," American Journal of Agricultural Economics, 69(5), December , 1047- 1055.
- 1985 Harling, K.F. and R. Thompson, "Government Intervention in Poultry Industries: A Cross-Country Comparison", American Journal of Agricultural Economics, 67(2), 243-250.
- 1983 Harling, K.F., "Agricultural Protectionism in Developed Countries: Analysis of Systems of Intervention", European Review of Agricultural Economics, 10(3), 223-247.
- 1983 Harling, K.F. and R. Thompson, "The Economic Effects of Intervention in Canadian Agriculture", Canadian Journal of Agricultural Economics, 31 (2), 1 53-1 76.
- 1983 Harling, K.F. and R. Thompson, "The Impact of Government Intervention on the Poultry Industry: Canada, The Federal Republic of Germany, and the United Kingdom", World's Poultry Science Review, 39(3), 167-178.

REFEREED MONOGRAPHS: (8)

Kenneth F. Harling

- 2012 Hummel, S. and K. Harling, "H&R Sewing Machine Company," in M.A. Carpenter, W.G. Sanders and K.F. Harling, Strategic Management: A Dynamic Perspective: Cases, First Canadian Edition, Pearson, Canada, First Canadian Edition, 2012, 66-78; Original as Ivey Case Study 9B08M082, University of Western Ontario, 2008
- 2012 Harling, K., "ABS-Global Canada," in M.A. Carpenter, W.G. Sanders and K.F. Harling, Strategic Management: A Dynamic Perspective: Cases, First Canadian Edition, Pearson, Canada, First Canadian Edition, 2012, 1-11; Original as Ivey Case Study 9B05M058, University of Western Ontario, 2005; also published
- 2012 Funk, T.F. and K. Harling, "Plant Nutrients Inc.," in M.A. Carpenter, W.G. Sanders and K.F. Harling, Strategic Management: A Dynamic Perspective: Cases, First Canadian Edition, Pearson, Canada, First Canadian Edition, 2012, 110-122; Original as Ivey Case Study 9B04A013, University of Western Ontario, 2005; also published
- 1987 Harling, K. and M. Hundleby, Estimating Market Potential, Pub. No. AEB/87/5, Department of Agricultural Economics and Business, University of Guelph, October, 28 pgs.
- 1987 Harling, K., and R. Amin, The Ontario Floricultural Sector, Pub. No. AEB/87/1, Department of Agricultural Economics and Business, University of Guelph, May, 25 pgs.
- 1986 Vroomen, H., J. Dunn, and K. Harling, An Analysis of the Effects of United States Sugar Policy on Domestic Sugar and High Fructose Corn Syrup Markets, Bulletin 861, Agricultural Experiment Station, The Pennsylvania State University, October, 42 pgs.
- 1979 Kraenzle, C., J. Moore, C. French, and K. Harling, Agricultural Cooperatives: Challenges and Strategies, Cooperative Research Report Number 9, E.S.C.S., United States Department of Agriculture, Washington, D.C., March, 54 pgs.
- 1978 Harling, K. and J. Clark, Organizing Your Ontario Farm Business, Publication AEEE/78/10, School of Agricultural Economics and Extension Education, University of Guelph, September, 44 pgs.

#### REFEREED CONFERENCE PROCEEDINGS: (10)

- 2008 Harling, K., and ; C. Lyford, "Overcoming National Regulations Limiting International Trade: Creekstone Farms and BSE," World Food and Agribusiness Congress, Monterey, California, June
- 2007 Harling, K., "Super AM Food Markets," World Food and Agribusiness Congress, Parma, Italy, June
- 2000 Harling, K. "Ontario Flower Growers, 2001" in The Maple Leaf Conference Proceedings, May, Chicago
- 1999 Harling, K.F., "Strategic Management within the Food System", in the World Food and Agribusiness Congress, June, Florence, Italy.
- 1999 Funk, T.F. and K. Harling, "Plant Nutrients Inc." in The Maple Leaf Conference Proceedings, May, Toronto, Canada.
- 1999 Harling, K., "E.D. Smith and Sons", in The Maple Leaf Conference Proceedings, May, Toronto, Canada.

- 1999 Jay T. Akridge, Michael D. Boehlje, Mark A. Darroch, W. David Downey and Kenneth F. Harling, "Strategic Positioning in the Food and Agribusiness Industries" the International Agribusiness Management Association's Conference Proceedings, May, Chicago.
- 1992 Harling, K., "Changing Business Strategies as Markets Open: Lessons from the Ontario Wine Industry", in the International Agribusiness Management Association's Conference Proceedings, May, Oxford, England.
- 1991 Harling, K.F., "A Decision-Making Approach for Dealing with Complex Situations", in Management Education & Development Division, Administrative Sciences Association of Canada, Proceedings 1991, V.12(4), 96-105.
- 1976 McCarl, B. and K. Harling, "Multi-commodity Distribution Considering Demand Responsiveness," in Midwest AIDS Conference Proceedings, May 6-8, Detroit, Michigan, pp. 331-334.

#### BOOKS: (4)

- 2012 Carpenter, M.A.; W.G. Sanders and K.F. Harling, Strategic Management: A Dynamic Perspective: Concepts, First Canadian Edition, Pearson, Canada, 2012.
- 2012 Carpenter, M.A.; W.G. Sanders and K.F. Harling (eds), Strategic Management: A Dynamic Perspective: Cases, First Canadian Edition, Pearson, 2012.
- 2012 Carpenter, M.A.; W.G. Sanders and K.F. Harling, Strategic Management: A Dynamic Perspective: Instructor's Manual, First Canadian Edition, Pearson, 2012.
- 1980 French, C., C. Kraenzle, J. Moore, and K. Harling, Survival Strategies for Agricultural Cooperatives, Ames, Iowa, Iowa State University Press, 178 pgs.

#### CHAPTERS IN BOOKS: (24)

##### CHAPTERS:

- 1997 Akridge, K., D. Downey, M. Boehlje, K. Harling, F. Barnard, and T. Baker, "Agricultural Input Industries", Chapter 15 in Food System 21: Gearing up for the New Millenium, Purdue University Cooperative Extension Service, West Lafayette, Indiana, 1997, 391-428
- 1996 Harling, K., R. Suutari and M. Baetz, "Strategy and Managerial Preferences", Chapter 5 in P.W. Beamish and C.P. Woodcock's Strategic Management: Canadian Text, Readings and Cases, Illinois, Irwin, 4th ed..
- 1996 Harling, K., and M. Baetz, "Strategy and Resources", Chapter 4 in M.C. Baetz and P.W. Beamish in Strategic Management: Canadian Cases, Illinois, Irwin, 4th ed., 67-79.
- 1993 Harling, K., R. Suutari and M. Baetz, "Strategy and Managerial Preferences", Chapter 5 in M.C. Baetz and P.W. Beamish in Strategic Management: Canadian Cases, Illinois, Irwin, 3rd ed.
- 1993 Harling, K., and M. Baetz, "Strategy and Resources", Chapter 4 in M.C. Baetz and P.W. Beamish in Strategic Management: Canadian Cases, Illinois, Irwin, 3rd ed.

- 1990 Harling, K., R. Suutari and M. Baetz, "Strategy and Managerial Preferences", Chapter 5 in M.C. Baetz and P.W. Beamish in Strategic Management: Canadian Cases, Illinois, Irwin, 2nd ed., 46-53.
- 1990 Harling, K., and M. Baetz, "Strategy and Resources", Chapter 4 in M.C. Baetz and P.W. Beamish in Strategic Management: Canadian Cases, Illinois, Irwin, 2nd ed., 41-45.
- 1989 Harling, K., "Teaching Using the Case Study Method," pgs. 1-10 in J. Beierlein's Instructor's Manual: Cases in Agribusiness Management, Englewood Cliffs, New Jersey, Prentice-Hall. This is a condensed version of "Teaching with the Case Study Method", Working Paper 88/7, Department of Agricultural Economics and Business, University of Guelph, April, 19 pgs.
- 1977 French, C., C. Kraenzle, J. Moore, and K. Harling, "Choice of Strategies for the Future Will Determine Survival," in Cooperatives: Committed to America's Future. Yearbook of the A.I.C. for 1976-77, Washington, D.C., American Institute for Cooperation, 81-90.

#### CASES:

- 2012 Harling, K, and S. Hummel, "Zarlink Semiconductor," in M.A. Carpenter, W.G. Sanders and K.F. Harling, Strategic Management: A Dynamic Perspective: Cases, Pearson, Canada, First Canadian Edition, 2012,199-214
- 2012 Harling, K, and U. Achenbach, "Walter Hundhausen GmbH," in M.A. Carpenter, W.G. Sanders and K.F. Harling, Strategic Management: A Dynamic Perspective: Cases, Pearson, Canada, First Canadian Edition, 2012,171-187; Original as Case Study 06-01, German International School of Management and Administration (GISMA), Hannover, Germany, 2006; also published
- 2005 Harling, K and T. Cawsey, "EDS Systemhouse," in T. Cawsey and G. Desca, Cases in Organizational Behaviour, McGraw-Hill Ryerson, Toronto, 2005
- 1995 Harling, K, "Ontario Flower Growers." available through M. A. Hitt, R.D.Ireland and R.E. Hoskisson, Strategic Management, West Pub., 1995 and in G. Seperich (ed.) Cases in Agribusiness Management, Gorsuch Scarisbrick Pub., Scottsdale, AZ., Second Ed., 1995
- 1989 Harling, K., and T.F. Funk, "Joulecon", in R. Kao's Managing the Small Enterprise, Methuen, Toronto, and in W. Good's Cases in Entrepreneurship and the Management of New Ventures, McGraw-Hill Ryerson, Scarborough, and in J. Beierlein's Cases in Agribusiness Management, Prentice-Hall U.S., 1989
- 1989 Harling, K., and W.M. Braithwaite, "Ontario Flower Growers' Cooperative (A)", in J. Beierlein's Cases in Agribusiness Management, Prentice-Hall U.S., 1989
- 1989 Harling, K., A. DeRoo, and M. Baetz, "Ontario Flower Growers' Cooperative (B)", in J. Beierlein's Cases in Agribusiness Management, Prentice-Hall U.S., and M.C. Baetz and P.W. Beamish, Strategic Management: Canadian Cases, Illinois, Irwin.
- 1989 Baetz, M., K. Harling, and R. Troschke, "Redpath Industries Limited", in M.C. Baetz and P.W. Beamish, Strategic Management: Canadian Cases, Illinois, Irwin.

#### TEACHING NOTES:

- 2012 Harling, K., Teaching Note: "Novelis,Alcan's Spinoff," in 2012 M.A. Carpenter, W.G. Sanders and K.F. Harling, Strategic Management: A Dynamic Perspective: Instructor's Manual, Pearson, Canada, First Canadian Edition, 2012.
- 2012 Harling, K., Teaching Note: "SciCan Scientific Inc." in 2012 M.A. Carpenter, W.G. Sanders and K.F. Harling, Strategic Management: A Dynamic Perspective: Instructor's Manual, Pearson, Canada, First Canadian Edition, 2012
- 1990 Harling K. and M. Baetz, "Teaching Note: Michael Bregman", in M.C. Baetz and P.W. Beamish in Strategic Management: Canadian Cases, Instructor's Manual, Illinois, Irwin, 2nd ed., 348-357.
- 1990 Harling K. and R. Suutari, "Teaching Note: Sunshine Village", in M.C. Baetz and P.W. Beamish in Strategic Management: Canadian Cases, Instructor's Manual, Illinois, Irwin, 2nd ed., 422-430.
- 1989 Harling, K., "Teaching Note: Ontario Flower Growers' Cooperative (A)", in J. Beierlein's, Cases in Agribusiness Management, Instructor's Manual, Prentice-Hall, U.S.
- 1989 Harling K., "Teaching Note: Joulecon", in R. Kao's, Managing the Small Enterprise, Instructor's Manual, Methuen, Toronto, in W. Good's Cases New Venture Management, Instructor's Manual, McGraw- Hill, Ryerson, Scarborough, and in J. Beierlein's, Cases in Agribusiness Management, Instructor's Manual, Prentice-Hall, U.S.
- 1987 Harling, K., "Teaching Note: Ontario Flower Growers' Cooperative", in J. Beierlein's, Cases in Agribusiness Management, Instructor's Manual Prentice-Hall, U.S., and in M.C. Baetz and P.W. Beamish's Strategic Management: Canadian Cases, Instructor's Manual Illinois, Irwin.

PROFESSIONAL (NON-REFEREED) ARTICLES JOURNALS: (13)

- 2007 Harling, K. "Developments in the North American Ethanol Industry," SA Grain, Oct. 2007
- 1983 Harling, K. "Some Consequences of Government Intervention." Poultry Tribune, September, 35-37.
- 1983 Harling, K. "Government Intervention and the Poultry Industry." Farm Economics, Cooperative Extension Service, The Pennsylvania State University, April, 4 pgs.
- 1978 Kraenzle, C., J. Moore, K. Harling and C. French. "What is the Future for Farmer Cooperatives?" Farmer Cooperatives, May, 4-7.
- 1978 Harling, K., C. French, J. Moore, and C. Kraenzle,. "How Does a Cooperative Put a Good Strategy to Work?" Farmer Cooperatives, April, 4-7.
- 1978 Kraenzle, C., J. Moore, K. Harling and C. French. "What Facilitates a Cooperative Market Strategy?" Farmer Cooperatives, March, 4-8.
- 1978 Kraenzle, C., J. Moore, K. Harling and C. French. "What Organizational Approaches Can Cooperatives Use in Developing a Marketing Strategy?" Farmer Cooperatives, February, 4-8.
- 1978 Kraenzle, C., J. Moore, K. Harling and C. French. "What Alternative Marketing Strategies Do Cooperatives Have?" Farmer Cooperatives, January, 4-1 1.

- 1977 Kraenzle, C., J. Moore, K. Harling and C. French. "Is Growth An Adequate Strategy For Cooperatives?" Farmer Cooperatives, December, 4-6.
- 1977 Kraenzle, C., C. French, J. Moore and K. Harling. "Where Are Cooperatives in the Competitive Market Environment?" Farmer Cooperatives, November, 4-8.
- 1977 Kraenzle, C., C. French, J. Moore and K. Harling. "Where Are Cooperatives in the Farm Supply Environment?" Farmer Cooperatives, October, 4-7.
- 1977 Kraenzle, C., C. French, J. Moore and K. Harling. "How ' Will Cooperatives Be Affected by Technology, Public Policy, Social Values, Economics?" Farmer Cooperatives, September, 4-7.
- 1977 Kraenzle, C., C. French, J. Moore and K. Harling. "Why Cooperate?" Farmer Cooperatives, August, 4-6.

#### TECHNICAL REPORTS: (5)

- 1988 MacKinnon, L. and K.F. Harling, The Availability and Quality of Floricultural Statistics for Canada, Report to Flowers Canada, January, 86 pgs.
- 1987 Harling, K., N. Brown-Andison, and W.S. Greig, Competitiveness of Ontario's Horticultural Industries, A Report for the Ontario Ministry of Agriculture and Food and Ontario Ministry of Industry, Trade and Technology, February, 115 pgs.
- 1984 Martin, L., G. Brinkman, N. Brown and K. Harling, The Ontario Food and Beverage Processing Sector: A Preliminary Analysis, A Report for Agriculture Canada, Department of Regional Industrial Expansion, and the Ministry of State for Economic Development, June, 220 pgs.
- 1982 Harling, K., Estimation of Equivalent Taxes and Subsidies Affecting the Consumption and Production of Cocoa, Divisional Working Paper 62, Agricultural Division, World Bank, Washington, D.C., 52 pgs.
- 1982 Harling, K., An Examination of Statistics on Farm Input Industries in Pennsylvania, A.E. & R.S., Department of Agricultural Economics and Rural Sociology, Agricultural Experiment Station, Penn. State University, April, 35 pgs.

#### BOOK REVIEWS: (2)

- 1988 Economic Efficiency in Agricultural and Food Marketing Reviewed in Canadian Journal of Agricultural Economics, 36(2), 363-5.
- 1976 Interdependent Development. Reviewed in Canadian Journal of Agricultural Economics, 24(3), 63-65.

#### PROFESSIONAL CONFERENCE PAPERS: (15)

##### INVITED:

- 2002 "An Overview of Case Study," American Agricultural Economics Association, Annual Conference, Long Beach, California, July



- 2002 "Writing Teaching Cases," American Agricultural Economics Association, Annual Conference, Long Beach, California, July
- 1989 "The Role of Agricultural Economists in Improving the Competitiveness of the Agricultural Sector," American Agricultural Economics Association's Annual Conference, Baton Rouge, Louisiana, July.
- 1987 "Competitive Strategies for Farm Supply and Grain Elevator Business" (with T. Funk as minor), American Agricultural Economics Association's Annual Conference, East Lansing, Michigan, August.

CONTRIBUTED:

- 1999 Harling, K., "Strategic Management within the Food System," World Food and Agribusiness Conference, Florence, Italy, June
- 1999 Ackridge, J., M. Boehlje, M. Darrock, D. Downey and K. Harling, "Strategic Positioning in the Food and Agribusiness Industries," World Food and Agribusiness Conference, Florence, Italy, June
- 1997 Harling, K., and J. Akridge, "Teaching Objectives an Instructor and a Case Writer Envision," Annual Meeting, American Agricultural Economics Assoc., Toronto, Ontario, July
- 1995 Harling, K., "Contributions of Competence Theory to Strategy Implementation," Third International Workshop on Competence Based Competition, Ghent, Belgium, November
- 1993 "E.D. Smith and Sons Ltd," North American Case Research Association, Atlanta, Georgia, August
- 1990 "A Test of the Applicability of Strategic Management to Farm Management" (with B. Paterson as minor). American Agricultural Economics Association's Annual Conference, Vancouver, B.C., August.
- 1990 "Teaching Decision-Making for Complex Decisions", Third Instructional Show and Tell for Ontario Universities and Colleges, University of Guelph, May.
- 1989 "What Agricultural Economists Think of Agribusiness". American Agricultural Economics Association Teaching Workshop, Baton Rouge, Louisiana, July.
- 1989 "Configurations of Business in An Industry: The Case of Canadian Animal Health Industry". Administrative Sciences Association of Canada's Annual Conference, Montreal, June.
- 1987 "The Effect of Government Intervention on Ontario's Tomato Paste Industry". Committee Meeting, Public Policies and Private Strategies in the Food Industry Project, Washington, November.
- 1987 "The Identification of Critical Success Factors for Farm Managers in Ontario" (with G. Fox as major), The North Central Farm Management Extension Committee Meeting, Guelph, Ontario, May.

OTHER PRESENTATIONS: (15)

INVITED:

- 2002 "Writing a case study, " presented at the workshop "Case Studies: Their Future Role in Agricultural and Resource Economics," held at the annual meeting of the American Agricultural Economics Association, Long Beach, California, July 27, 2002
- 2002 "An Overview of Case Study," presented at the workshop "Case Studies: Their Future Role in Agricultural and Resource Economics," held at the annual meeting of the American Agricultural Economics Association, Long Beach, California, July 27, 2002
- 1997 "Rural Entrepreneurship". Ontario Institute of Agrologists, Windsor, Ontario, March.
- 1994 "A SERVO Approach to Strategic Management," Canadian Microwave Products, a Division of Varian Associates, Georgetown, Ontario, April
- 1994 "The Strategic Challenge Facing Colleges of Agriculture," College of Agriculture, University of Saskatchewan, Saskatoon, Saskatchewan, February
- 1993 "Strategic Management of Small Businesses," Department of Economics, Sveriges Lantbruksuniversitet, Uppsala, Sweden, October
- 1993 "A Review of Rural Entrepreneurship," Department of Economics, Sveriges Lantbruksuniversitet, Uppsala, Sweden, October
- 1993 "Managing for Change: A Strategic Perspective," Annual Meeting, Ontario Institute for Agrologists, Creiff, Ontario, November
- 1988 "Estimating Market Potential". Harrow Research Station, Agriculture Canada, Harrow, Ontario, April.
- 1988 "Competitiveness of Ontario's Horticultural Industries". Ontario Institute of Agrologists-South West Branch, Lighthouse Cove, Ontario, March.
- 1987 "The Macro-Environment: Institutions and Their Impact on Decision- Making". Advanced Agricultural Leadership Program, Orangeville, Ontario, July.
- 1987 "Ontario's Horticultural Industries Under Free Trade". Ontario Fruit and Vegetable Growers' Association, Airport Hilton, Toronto, June.
- 1987 "The Competitiveness of Ontario's Horticultural Sector" (with N. Brown-Andison as minor). The Ontario Ministries of Agriculture and Food and Industry, Trade and Technology, Queen's Park, Toronto, March.
- 1985 "A Strategic Audit of the Ontario Flower Growers' Co-operative". Ontario Flower Growers' Co-operative Semi-annual Meeting, Mississauga, April.
- 1983 "Interventions Affecting the Cocoa Sector in Cameroon, Ghana, Ivory Coast and Nigeria". World Bank, Washington, February.

OTHER PUBLICATIONS: (8)

CASE STUDIES

- 2012 Harling, K., H Schaefer and A.C. Sullivan, "HudBay Minerals," 43 pages, out for review
- 2012 Harling, K., A.C. Sullivan, "Fabrication Corporation," 23 pages, out for review
- 1996 Harling, K., "Manulife Group Insurance" 30 pages, awaiting release

#### WORKING PAPERS:

- 1992 Harling, K. and C.E. French, "Principles Underlying Agribusiness Management Education," School of Business and Economics, Wilfrid Laurier University, Working Paper 04-92, 24 p9s.
- 1988 Fowle, S., and K. Harling, "The Economic Feasibility of Growing Peaches in a Protected Environmental Structure in Ontario", Working Paper 88/6, Department of Agricultural Economics and Business, University of Guelph, March, 23 pgs.
- 1988 Stauffer, D. and K. Harling, "The Canadian Animal Health Industry", Working Paper 88/2, Department of Agricultural Economics and Business, University of Guelph, February, 47 p9s.
- 1983 Vroomen, H.L., and K. Harling, "Facts for Agribusiness: Where to Find Them", Staff Paper No. 60, Department of Agricultural Economics and Rural Sociology, Penn. State, August, 21 pgs.
- 1982 Harling, K., "The Nature of Intervention Affecting the Cocoa Sector in West African Countries", Staff Paper No. 60, Department of Agricultural Economics and Rural Sociology, Penn. State, December, 18 pgs.

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#### TEACHING:

##### CURRICULUM/COURSE DEVELOPMENT:

- 1995 General Managers in Action (Developed), Wilfrid Laurier University, Graduate Level
- 1994 Business Policy I (Revised), Wilfrid Laurier University, Undergraduate Level
- 1992 Business Policy II (Revised), Wilfrid Laurier University, Graduate Level
- 1986 Policy Planning and Implementation (Revised), University of Guelph, Graduate Level
- 1983 Policy Planning and Implementation (Developed), University of Guelph, Graduate Level
- 1983 Business Policy (Developed), University of Guelph, Undergraduate Level
- 1982 Economics of the Food Industry (Revised), Penn. State University, Undergraduate Level

##### COURSES TAUGHT:

###### Wilfrid Laurier University

- 1996 - present General Managers in Action (Graduate, elective)
- 2008 Business Policy 1 (Graduate, required-Toronto program)
- 2003 Mergers and Acquisitions (Graduate, elective)
- 1992 - 1995 Business Policy II (Graduate, required, second in series)
- 2000 Managers in Action (Undergraduate, required, second in series)
- 1998 - 2003 Managerial Control (Undergraduate, elective)
- 1989 - Present Business Policy I (Undergraduate, required, multiple instructors)
- Kenneth F. Harling

1990 - 1993 Business Policy II (Undergraduate, required, second in series, multiple instructors)

German International School of Management and Administration

2009 - 2012 Mergers and Acquisitions (Graduate, elective)

Purdue University

2001 Strategic Management (Graduate, elective)

1997 Strategic Management (Undergraduate, required)

University of Waterloo

1996 Strategic Management (Graduate, required)

University of Guelph

2002 - 2004 Strategic Management (Executive MBA, required)

1983 - 1988 Policy Planning & Implementation (Graduate, elective)

1983 - 1986 Management Control (Graduate, required)

1983 - 1989 Business Policy (Undergraduate, required)

Pennsylvania State University

1982 - 1983 Economics of the Food Industry (Undergraduate, required)

GRADUATE STUDENT SUPERVISION:

M.Sc.	Thesis Supervisor	4 students
M.Sc.	Supervisory Committee	13 students
M. Ag.	Project Supervisor	16 students
M. Ag.	Supervisory Committee	1 students
M.B.A.	Project Committee	1 project
M.B.A.	Company Project Supervisor (610)	22 projects
M.B.A.	Independent Studies (690)	29 students

OTHER TEACHING:

2002 Presented a one week training course in strategic management to executives in the Chinese Supermarket Industry, Tianjing, China, June

1998 Trained the senior undergraduate team which competed in the International Case Challenge held in Plano, Texas in Nov. This was sponsored by EDS and was the first time Laurier's School of Business had competed in this contest.

1997 Prepared the two cases used in the S97 Integrated Case Exercise. The company was Super Fresh

1993 Prepared the case and support materials package, including a videotape, used in the S93 Integrated Case Exercise. The company was Ontario Flower Growers

1993 Played a major role in preparing the case materials and support materials package for the W93 Integrated Case Exercise. The company was Chateau des Charmes.

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## **SERVICE CONTRIBUTIONS (ACADEMIC):**

### OUTSIDE ACADEMIC LEADERSHIP

2002 Organized and ran The Maple Leaf Conference (TMLC) 4 in Noordwijk, Holland, June. This involved soliciting cases, putting them through academic review, preparing the conference materials, and running the conference.

2001 Organized and ran The Maple Leaf Conference (TMLC) 3 in Sydney, Australia, June. This involved soliciting cases, putting them through academic review, preparing the conference materials, and running the conference.

2000 Organized and ran The Maple Leaf Conference (TMLC) 2 in Chicago, USA, June. This involved soliciting cases, putting them through academic review, preparing the conference materials, and running the conference.

1999 Organized and ran The Maple Leaf Conference (TMLC) 1 in Toronto, Canada, June. This involved soliciting cases, putting them through academic review, preparing the conference materials, and running the conference.

1999-present Developed and revised a web site for The Maple Leaf Conference that contained material for TMLC and to support educational activities using case studies.

### OUTSIDE ACADEMIC CONTRIBUTIONS

2009 to present Board of Directors (member), International Food and Agribusiness Management Association; Publications Committee (member); Marketing Committee (co-chair)

2009 Guest then Managing Editor, International Food and Agribusiness Management Review, JAI Press, (8 papers)

1998 - 2003 Editorial Advisory Board, International Food and Agribusiness Management Review, JAI Press, (Member)

1995 External Ph.D. Reviewer, University of New England, Armidale, New South Wales, Australia

1991 Research Committee, International Agribusiness Management Association (Member)

1991 - 1998 Editorial Advisory Board, Agribusiness: An International Journal, J. Wiley & Sons, (Member)

1989 CSRS Review Committee reviewing the Department of Agricultural Economics, University of Nebraska-Lincoln (Member)

### UNIVERSITY COMMITTEES

Wilfrid Laurier University  
Kenneth F. Harling

1998-1999	Senate Part Time Studies Committee (member)
1993-1996	Senate Library Committee (member 2 years, secretary 1 year)
1993-1996	Senate Part Time Studies Committee (member 2 years, chairman 1 year)
1993-1996	Graduate Studies Committee (alternate)

COLLEGE COMMITTEES:

Wilfrid Laurier University

1999	Facilities Planning Committee (chairman)
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University of Guelph

1985-89	Library Committee, Ontario Agricultural College, (Departmental Rep.)
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DEPARTMENTAL COMMITTEES:

Wilfrid Laurier University

2012	Workload Reassessment of Professional Assistants for Undergraduate Faculty (member)
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2000	Supply Chain Management Committee (chairman)
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1998-2000	MBA Curriculum Committee (member)
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1998-2000	Nominations Committee (member, chairman)
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1995	BBA Review Committee (member)
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1992-1994	Speakers Committee (member one year, chairman one year)
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1992	Course and Program Review Process Committee, Business Department, School of Business & Economics (member)
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1991-1992	Business Department Appointments and Promotion Committee, School of Business & Economics (member)
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1990-1992	Nominations Committee, School of Business & Economics (member one year, chairman one year)
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1990-1994	Case Grants Review Committee, Laurier Institute (chairman)
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1989-1990	B.B.A. Curriculum Committee, School of Business & Economics (member)
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1989-1990	B.B.A. Admissions Committee, School of Business & Economics (member)
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University of Guelph

1987-1988	Ad Hoc Teaching Committee, Dept. of Ag. Ec. and Business (member)
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1985-1986 M.Ag. Program Development Committee, Agribusiness Management Section, Dept. of Ag. Ec. and Business (secretary)

Pennsylvania State University

1981-1983 Ph.D. Preliminary Exam Committee, Dept. of Ag. Ec. and Rural Sociology (Member)

COURSE COORDINATION:

Wilfrid Laurier University

Winter 2012, Winter 2011, Fall 2009, Winter 2009, Winter 2008, Winter 2007, Winter 2006

Business Policy I Leadership  
Preparation of Syllabus and Course Materials  
Performance of Course Administration  
Directing Teaching Meetings

Fall 1995, Fall 1994, Fall 1990

Business Policy I Leadership  
Preparation of Syllabus and Course Materials  
Performance of Course Administration  
Directing Teaching Meetings

Spring 1993, Winter 1991, Winter 1990

Business Policy 11 Leadership  
Preparation of Syllabus and Course Materials  
Performance of Course Administration  
Directing Teaching Meetings

University of Guelph

1986-1989 Managerial Communications  
Course Development  
Liaison with Sessional

1983-1989 Organizational Behaviour  
Recruiting Sessional  
Registration  
Liaison with Sessional

REVIEWER OF PAPERS:

For Annual Conferences:

- Administration Sciences Association of Canada
- American Association of Agricultural Economics
- International Food and Agribusiness Management Association
- North American Case Research Association

For Journals:

- Agribusiness: An International Journal
- American Journal of Agricultural Economics

Kenneth F. Harling

- Canadian Journal of Administrative Sciences
- Canadian Journal of Agricultural Economics
- International Food and Agribusiness Management Review
- Journal of Agricultural Ethics
- Journal of Operations Management
- Review of Agricultural Economics
- Western Journal of Agricultural Economics

I signify that the material/items listed above are accurate and complete.

A handwritten signature in black ink, reading "Kenneth F. Harling". The signature is written in a cursive style with a large, sweeping initial 'K'.